



**Statement by Carla Hayden  
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**Before the Committee on House Administration  
U.S. House of Representatives**

**Oversight of the Library of Congress  
Information Technology Management**

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Good morning Chairman Harper, Ranking Member Brady, and Members of the Committee. Thank you for inviting me to provide testimony on information technology at the Library of Congress. I would like to express my gratitude for the support this Committee, and indeed the entire Congress, gives to the Library.

The Library's mission is to provide excellent service to Members of Congress and the American public. Nearly nine months into my tenure, I continue to be inspired by the breadth and depth of the Library's collections. The staff exhibits great expertise and commitment to public service, of which I am most proud.

When I envision the future of this great institution, I see it growing in stature. As its resources are readily available for more people online, users will not have to be in Washington, D.C. to access the Library's vast collections. Rather, everyone will have a sense of ownership and pride in this national treasure. While maintaining our collections of physical items, such as books and manuscript papers, is essential to our work, it is also true that the modern user requires an increasingly digital Library. I am committed to bringing forth a robust, agile, and responsive IT service to ensure the Library is properly positioned to do the work of the future.

The Library is both America's first federal cultural institution and part of the innovative infrastructure of America. Modernizing the Library's basic technology infrastructure is a top priority. As a result, the Library will increase its capacity to serve the mission-specific business needs of each service unit, including the Congressional Research Service and the U.S. Copyright Office. I look forward to remaining engaged with Congress as the Library makes progress on modernization.

This work has already started by initiating action under the Library's 2016-2020 Strategic Plan to "harmonize systems across the Library that provide technical support for everyday operations." I am also prioritizing "appropriate governance structures that ensure accountability, efficiency and coordination in the Library's IT investments," as defined by the Strategic Plan. The Library has hired a permanent CIO, who is in charge of all technology programs across the Library. We have also implemented an agency-wide IT investment policy to ensure strategic oversight of technology spending.

Addressing IT management continues to be a primary focus. The Government Accountability Office (GAO) delivered reports to the Library in 2015 that cited the need to improve the institution's overall IT planning, management and operations. The Library Inspector General (IG) also

delivered reports on IT investment management and system development life cycle management. Together, these reports offered specific policy and operational recommendations to the Library. The Library is working diligently to implement GAO and IG recommendations. Their knowledge and guidance have proven critical to developing the dynamic, state-of-the-industry IT infrastructure and management the Library needs.

In the months since I took office, we have taken important steps to strengthen management and oversight within existing resources. In March, the Library issued an updated IT Strategic Plan to better align IT with the Library's overall strategic direction. The IT plan outlines four goals to be accomplished over the next five years: 1) Provide Strategic Direction and Leadership; 2) Improve IT Investment Management; 3) Deliver Business-Driven Capabilities; and 4) Strengthen Protection for Systems and Information. We have added performance measures to strengthen the plan and to help ensure we stay on track in meeting its goals.

The Library's ultimate IT vision is to ensure that technology is managed as a strategic resource across the Library, supporting our ability to deliver continuous uninterrupted digital services to our various patron communities.

Last November, I addressed the need to tighten IT governance and maximize value from the Library's investment in technology by directing that all technology activities be centrally coordinated through the Office of the Chief Information Officer (OCIO) and approved by the Chief Information Officer, Mr. Bernard "Bud" Barton, who reports directly to me. Mr. Barton and I have weekly meetings to discuss the progress being made in centralization and modernization.

IT centralization is well underway. I am also pleased to report that the Library has taken several other major steps to improve IT management. These include:

- Continuous tracking of IT spending across all appropriations;
- Aligning internal IT governance models and improving the IT investment management process to capture the breadth and depth of IT resources. This includes empowering the IT Steering Committee to review IT decisions with input from each Library service unit;
- Creating an agency-wide project management office within the Office of the Chief Information Officer;
- Creating full inventories of IT systems and IT hardware assets, as well as identifying duplicative hardware, software and infrastructure; and
- Successfully executing the Library's largest ever disaster recovery exercise, which will help ensure the security and availability of our systems.

Cybersecurity plays a prominent role in our strategic direction, recognizing that new cybersecurity threats emerge every day. To meet these threats, we are being proactive. The Library has protective controls deployed throughout its network to ensure our collections and data are secure. We are also actively engaging with Congress and other support agencies as part of the Legislative Branch Cyber Security Working Group to share best practices and improve the all-around IT security posture.

These enhancements in IT infrastructure allow us to make more Library programming available to your constituents around the country. More and more events are being livestreamed to schools and public libraries across the nation. School children and teens from various states are able to

watch, listen and even ask questions to high-profile creators and authors like Cokie Roberts, Congressman John Lewis and graphic artist Gene Luen Yang. I look forward to the new and exciting ways technology will allow us to connect.

Thank you for inviting me to provide testimony on this important topic for the Library, and for your ongoing support, as we make the changes necessary to realize our vision for technology at the Library of Congress.

